

Wisconsin Department of Financial Institutions

Project Results from Lean Efforts

Project Title: Securities Division Workflow Optimization

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Lean Tool(s): Identifying Value, Process Redesign, Job Design

Background:

Staff turnover in the Division of Securities provided an opportunity to examine business processes related to exam scheduling and certified mail processing. Feedback from the remaining staff suggested that there may be non-value added steps in these processes that not only consumed significant hours for the staff person leading the process, but also from other staff who were contributing data to the processes. The Bureau Director selected this opportunity to apply lean techniques to examine and redesign the business processes.

Objectives/Mission Statement:

Review and redesign the business processes for exam scheduling and certified mail processing to remove non-value added steps and assign tasks to lowest total cost qualified staff available.

Results:

In both of these processes, the Bureau Director was able to identify non-value added steps and eliminate them from the process. The elimination of these steps freed time in a staff support position which allowed the Director to reassign tasks within the Bureau to reduce unit costs by assigning work to the lowest cost workers capable of handling the tasks. The shift of tasks from higher paid field examiners to support staff also allowed the Division to focus more effort on the mission critical functions of examinations. Economies of scale are expected as well, as more of the same support staff duties will be back in that job function and the person doing them will gain efficiencies through volume and experience.

Some of the the expected impacts of these changes are summarized here:

Task/resource	Previous Effort	Future Effort	Net Change Expected
Examiner schedule reporting	.6 examiner hours per week	0 hours	.6 examiner hours saved per week
Compilation of schedule reports	.38 Operations Program Associate (OPA) hours per week	0 hours (already compiled in dashboard report)	.38 OPA hours saved per week
Case Management	7.5 Director hours per week	5.5 Examiner hours per week	2 Director hours saved, and per hour cost reduced from Director to Examiner for 5.5 hours per week
Case Management	0 OPA hours per week	2 OPA hours per week	2 OPA hours added
Certified Mail	2.5 OPA hours per week	.12 OPA hours per week	2.38 OPA hours saved per week
Investment Advisor Registration Depository Processing	3.5 examiner hours per week	.5 examiner hours per week	3 examiner hours saved per week

Investment Advisor Registration Depository Processing	0 OPA hours per week	3 OPA hours per week	3 OPA hours added per week
Net labor cost savings for the work performed			\$15,418 per year

Next Steps

Changes in the securities laws and progress in the automation of processing tasks and improved access to information for examiners are all expected to provide additional opportunities to reduce the cost of processing and to reallocate examiner resources to mission critical tasks. The division found the lean tools used to make the improvements listed above to be easy to use and inexpensive to apply. We expect to gain additional savings as we apply the value mapping and redesign tools to additional work processes.

Other Comments

This is part of a continuous improvement philosophy where we can leverage lean principles and tools to make the case for process changes. We expect to find additional opportunities in the Division and take action to eliminate wasted effort and realign resources in a manner that best serves the mission of the agency and its mandates.

*rates used for the cost analysis include the agency fringe rate and are an average rate for the support staff and examiner positions.

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